

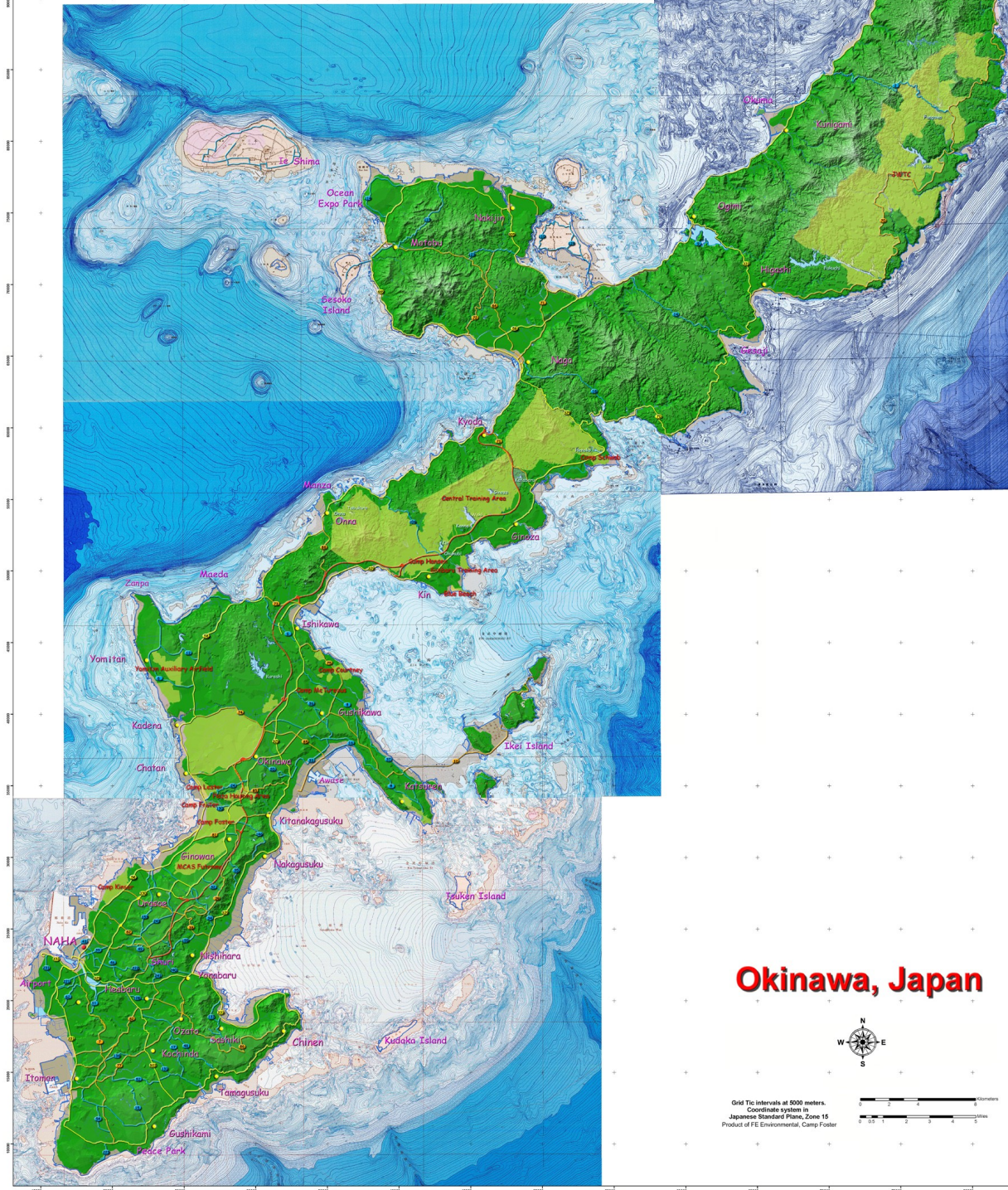


MCB BUTLER'S LESSONS LEARNED FROM PARTNERING WITH EPA IN EMS DEVELOPMENT IN AN OVERSEAS ENVIRONMENT

April 2004



Camp Smedley D. Butler





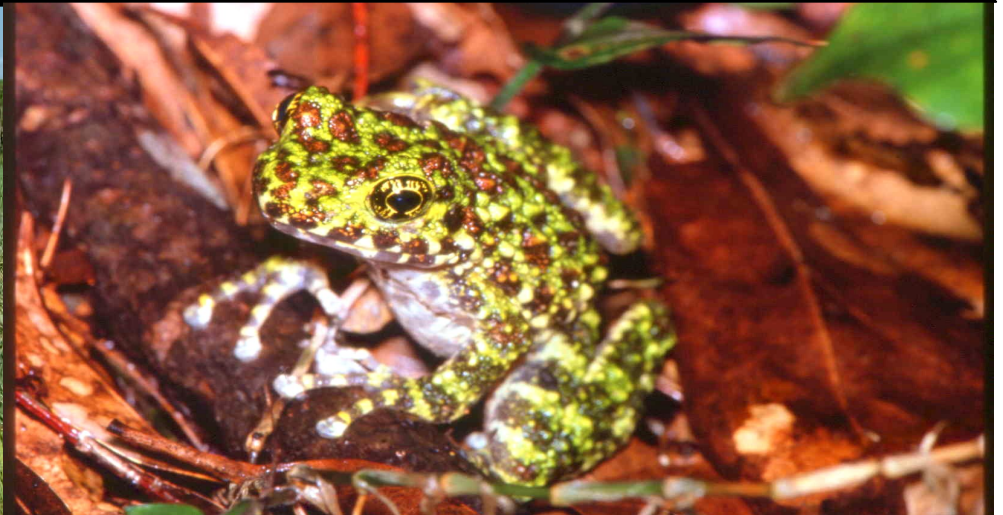
***Last Remaining Jungle Warfare
Training Center in DoD***



Okinawans visiting Chibuga Springs



***Tacit pineapple farm on Central
Training Area land produces revenue***



Ishikawa Frog



BACKGROUND



- MCB Butler needs to implement an EMS but desires ISO 14001 certification
 - Japanese are very knowledgeable about ISO 14001
 - ISO certification would give MCB Butler environmental credibility and transparency with the local community
- We needed “Technical Assistance” to correctly implement EMS, but did not want someone to do it for us--rather someone to teach us how
- Our goal was to develop our “Own EMS”



WHY EPA?



- MCB Butler has been “Partnering” with EPA for over 4 years on Environmental Issues--EPA conducts compliance evaluations for us every 3 years (*Performance based over Regulatory*)
- EPA EMS experts have more credibility with Japanese than contractors
- MCB Butler requested EMS support from EPA as a “Partnership” and EPA was able to send one of their experts



WHERE WE STARTED



- Already had many of the parts of an EMS--just not tied together
- We were measuring and monitoring data, but not systematically analyzing it
- Wanted an IT tool to manage the data derived from EMS and to facilitate decision making
- Wanted a flexible system to accommodate high personnel turnover



ACCOMPLISHMENTS IN FIRST 3 MONTHS



- Pre-Implementation Activities:
 - Briefed Senior Management (CG, Camp Commanders)
 - Set the Scope of the EMS
 - Formed 2 cross-functional EMS Core Teams
 - Presented an 8 hr EMS Implementation Course to environmental staff and Core Team



ACCOMPLISHMENTS IN FIRST 3 MONTHS (cont'd)



- Conducted a Gap Analysis
- Completed Aspects and Impacts analysis for over 95% of Camp Foster's and MCAS Futenma's Aspects and Impacts (Unit rotations prevented 100% completion)
- Completed a database in MS Access for EMS data manipulation



RECENT ACCOMPLISHMENTS



- Revised the Environmental Policy (twice)
- Nearly Finished writing EMS manual: Mirrors ISO 14001 Elements
- Linked the EMS database to our GIS
- Worked on Grouping similar aspects and impacts and setting Objectives and Targets for Foster and Futenma



EMS DATA BASE



Microsoft Access - [F_Process]

File Edit View Insert Format Records Tools Window Help

MS Sans Serif 8 B I U

Date: 10/1/2003

Person_Interviewed: GySgt Marah

Bldg_No: 262

Camp: MCAS Futenma

Unit_Division: MACS-4 MT

Unit_Mission: Provide MT and Util Support to tactical radar ops

Process_Practice: Motor transport and utilities equip (generator, A/C) maintenance and operation.

Activity: Drain oil, transmission fluid, fuel and other POL's.

Aspect: Used POL

Impact: Recycle

Legal_Requirement: MCBJO P6280.2C

Group_Aspect: Used POL

Environmental_S: [] []

Compliance_S: [] []

Public_S: [] []

Health_S: [] []

Cost_S: [] []

Rating_Summary_S: [] []

Comments: Interviewed GySgt Marah of MACS-4 MT Section. All MT's on Futenma have exhibited very similar activities, aspects, impacts, and will require grouping.

Export

STOP

Record: 1 of 39

Date Of Entry

Start Lessons ... Draft Re... Aspects I... EMS LES... Futenma Futenma... F_Process T_Aspect



GIS LINK TO EMS DB



Marine Corps Base Camp Butler GIS

File Edit View Theme Graphics Window Help Okinawa

Scale 1:2,500

Camp Foster

- ✓ Foster bldg
- ✓ Off-base-bldg
- ✓ Off-base-roads
- ✓ Foster(orig).dwg
- ✓ Foster(orig).dwg
- ✓ Foster

Microsoft Access - [F_Process]

File Edit Insert Records Window Help

EMS

Marine Corps Base  Smedley D. Butler

Date: 8/13/2008

Person Interviewed: Mr Ron Hodges

Bldg_No: 5822

Camp: Camp Foster

Unit_Division: MCB, Base Motor T

Unit_Mission: Provide non-tactical GME to supported units

Process_Practice: Maintain and dispatch a fleet of government vehicles and equipment.

Activity: 1st echelon maintenance
Vehicle washing
electric non-potable

Aspect: Water W/W Disch. Industry

Impact: Water Pollution

Legal_Requirement: JEGS

Group_Aspect: W/W Disch. Industry

Environmental_S: [dropdown]

Compliance_S: [dropdown]

Public_S: [dropdown]

Health_S: [dropdown]

Cost_S: [dropdown]

Rating_Summary_S: [dropdown]

Comments: Vehicle washing drains to DWS which drains to storm drain. The automated washing machine use soap/wax provided by local service contractor. The manual washing area uses SC1000 soap.

Export

Record: 1 of 475



LESSONS LEARNED 1



Issue: High turnover of personnel slows the implementation **Facts:** Overseas military installations have higher turnover rates for both active duty and civilians.

Discussion: The MCB Environmental Branch has been working EMS issues for about one year. In that time, about 50% of our active duty and 30-40% of our US civilians have or will soon depart and senior leadership at the numerous camps has changed.

This high turnover rate is causing much duplication of work in retraining staff and getting senior management support.



LESSONS LEARNED 2



Issue: Should the Marine Corps or other DoD components use consultants or contractors to implement an EMS?

Facts: Our consultant from EPA taught us how to implement an EMS (e.g., Train Core Teams/staff; ID activities, aspects & impacts; determine sig. aspects, etc...)

Discussion: We feel there is **not** a lot of value added to having contractors complete your EMS. Contractors should be used as consultants and your own environmental personnel should identify gaps in your EMS requirements. However, having a consultant ready to assist along the whole process is very



LESSONS LEARNED

3



Issue: What should be the “SCOPE” of the EMS?

Facts: MCB Butler, like other installations, is equivalent to a city (e.g., airport, housing, restaurants, industrial, farming areas, etc...)

Discussion: Limit your scope to what you have control and influence over. Exclude projects and tenants that you do not have control or influence over (e.g., JFIP projects). Give tenants the option to join your EMS or develop their own. Make sure tenants opting to do their own EMS supply you with their aspects and impacts list, objectives and targets, and internal and external audit reports.



LESSONS LEARNED

4



Issue: The Base Commander's authority to influence and control tenants, and get their participation in the EMS.

Facts: CG MCB Butler hosts III MEF which commands 3rd MARDIV, 3D FSSG and 1st MAW. MCB Butler's tenants are the Air Force, AAFES, Army, Navy, Japanese Self Defense Forces, and Japanese Farmers.

Discussion: CG MCB Butler wrote a letter to major tenants. Still lacks real influence for setting targets and objectives. Fiscal and budgeting interfere with control. High operational tempo also create problems.



LESSONS LEARNED 5



Issue: Lack of confidence that EMS will improve our environmental performance. Some question if EMS is the “new flavor of the month” (remember TQL, TQM?)

Facts: None

Discussion: Do it and make it work for you and the Base so efforts spent on it will show results. Make it a process where tasks can be completed, not just a lot of planning.



SUMMARY



- Marine Corps Bases has a “system” that has many of the elements of ISO 14001.
- When starting your EMS, evaluate turnover rates for both workers and senior management.
- Use caution in hiring a contractor, your EMS should be your own, not the contractor’s .
- Use the EMS to improve your environmental performance. Don’t make EMS your Mission.
- Partner with someone with expertise. This is very helpful.
- MCB Butler would like to thank EPA for their help.